

# SCOTTISH BORDERS COUNCIL ADMINISTRATION'S REVENUE FINANCIAL PLAN

2015/16 – 2019/20

## OUR VISION



We seek the best quality of life for all the people in the Scottish Borders, prosperity for our businesses and good health and resilience for all our communities.



## OUR PRIORITIES FOR THE NEXT 5 YEARS



## OUR STANDARDS

Put our customers and staff at the heart of what we do

Be fair, equal and open

Continually improve our services

Work with partners and stakeholders

Deliver value for money



## Scottish Borders Council

### Draft Revenue Financial Plan 2015/16 - 2019/20

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Scottish Borders Council  
Revenue Financial Plan 2015/16 - 2019/20  
Revenue Resources

	2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
<b>Aggregate External Finance (1)</b>						
General Revenue Support (2)	168,472	167,259	166,357	165,552	165,552	833,192
Non-domestic Rates (distribution from national pool)	34,849	34,849	34,849	34,849	34,849	174,245
	<b>203,321</b>	<b>202,108</b>	<b>201,206</b>	<b>200,401</b>	<b>200,401</b>	<b>1,007,437</b>
<b>Reserves</b>	508	962	153	0	0	1,623
<b>Earmarking adjustments including pay award</b>	(860)	874	9	0	0	23
<b>Council Tax (Band D £1,084 - no increase)</b>	51,602	51,992	52,392	52,876	53,375	262,237
<b>Total</b>	<b>254,571</b>	<b>255,936</b>	<b>253,760</b>	<b>253,277</b>	<b>253,776</b>	<b>1,271,320</b>
Notes:						
1. Funding from Scottish Government excludes ring-fenced grants (the budgets which follow are net of such grants).						
2. The Scottish Government has announced provisional AEF for 2015/16.						

**Scottish Borders Council**  
**Revenue Financial Plan 2015/16 - 2019/20**  
**Summary of Budget Movement**

	<b>2015/16</b> <b>£'000</b>	<b>2016/17</b> <b>(Provisional)</b> <b>£'000</b>	<b>2017/18</b> <b>(Provisional)</b> <b>£'000</b>	<b>2018/19</b> <b>(Provisional)</b> <b>£'000</b>	<b>2019/20</b> <b>(Provisional)</b> <b>£'000</b>	<b>Total</b> <b>£'000</b>
<b>Base Budget (approved 6 February 2014)</b>	<b>252,209</b>	<b>254,571</b>	<b>255,936</b>	<b>253,760</b>	<b>253,277</b>	<b>1,269,753</b>
Permanent virements	0	0	0	0	0	0
Manpower adjustments	2,664	5,475	2,375	3,330	2,735	16,579
Non-pay Inflation including Service Specific	759	919	841	928	830	4,278
Department Specific Pressures	5,207	1,031	1,441	(93)	919	8,506
Making best use of our People	(3,455)	(4,007)	(3,420)	(405)	(465)	(11,752)
Working with our Partners	(793)	(875)	(781)	(1,512)	(1,252)	(5,213)
Looking after The Borders	(488)	(289)	(179)	(840)	(800)	(2,596)
Business Process Transformation	(752)	(729)	(1,437)	(1,798)	(1,375)	(6,091)
Maximising Resources	(780)	(160)	(1,016)	(94)	(94)	(2,144)
	<b>254,571</b>	<b>255,936</b>	<b>253,760</b>	<b>253,277</b>	<b>253,776</b>	<b>1,271,320</b>

Scottish Borders Council  
 Revenue Financial Plan 2015/16 - 2019/20  
 Departmental Summary

	2015/16 £'000	2016/17 (Provisional) £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	Total £'000
Chief Executive's	27,291	27,215	26,504	27,065	27,464	135,540
People	167,336	168,393	167,902	170,882	173,730	848,243
Place	36,145	37,234	36,712	37,559	38,075	185,725
Other	23,799	23,094	22,642	17,770	14,507	101,812
	<b>254,571</b>	<b>255,936</b>	<b>253,760</b>	<b>253,277</b>	<b>253,776</b>	<b>1,271,320</b>

Scottish Borders Council  
Revenue Financial Plan 2015/16 - 2019/20  
Department Specific Pressures

DEPARTMENT	2014/15 Base Budget	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000	Comments
<b>MANPOWER ADJUSTMENTS</b>								
<b>Manpower adjustments</b>		<b>2,664</b>	<b>5,475</b>	<b>2,375</b>	<b>3,330</b>	<b>2,735</b>	<b>16,579</b>	
Pay Inflation and On-costs		2,255	4,483	2,248	2,316	2,556	13,858	1% pay award year 1, 1.5% years 2-5, teachers pension increases from 14.9% to 17.2% from September 2015 and the removal of the NI rebate in 2016/17.
Increments		409	992	127	1,014	179	2,721	Reflects biennial agreement for non-teaching Staff increments.
<b>CORPORATE PRESSURES</b>								
<b>Non-pay Inflation</b>		<b>190</b>	<b>380</b>	<b>384</b>	<b>399</b>	<b>433</b>	<b>1,786</b>	
Energy Costs	5,730	0	215	216	229	262	922	Agreed inflation applied
Property Related	6,399	127	100	102	103	103	534	Agreed inflation applied
Insurances	1,365	22	22	22	23	23	112	Agreed inflation applied
Licenses	2,990	42	43	44	44	45	217	Agreed inflation applied
<b>CHIEF EXECUTIVE'S PRESSURES</b>								
<b>Service Specific Inflation</b>		<b>1</b>	<b>10</b>	<b>10</b>	<b>2</b>	<b>2</b>	<b>25</b>	
Sports Trusts	2,342	0	7	7	0	0	13	Agreed inflation applied
Borders Care and Repair Contract	280	1	3	3	2	2	12	Contract inflated by CPI rate
<b>Service Specific Pressures</b>		<b>2</b>	<b>(4)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2)</b>	
Children's legal representation		(2)	0	0	0	0	(2)	Legal representation on Children's panels
Single Fraud Investigation service	0	4	(4)	0	0	0	0	Grant used for fraud investigations distributed annually through RSG
<b>PEOPLE DEPARTMENT PRESSURES</b>								
<b>Service Specific Inflation</b>		<b>323</b>	<b>292</b>	<b>298</b>	<b>260</b>	<b>265</b>	<b>1,439</b>	
Unitary Charge	8,303	132	192	197	175	178	874	Agreed inflation applied
Free Personal & Nursing Care	1,116	6	13	14	11	12	56	Agreed inflation applied
COSLA Residential Care Home Contract	7,193	36	87	88	74	75	359	Agreed inflation applied
Transport (Schools)	3,202	150	0	0	0	0	150	Inflation required following contract retendering

DEPARTMENT	2014/15 Base Budget	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000	Comments
<b>Service Specific Pressures</b>		<b>5,871</b>	<b>1,128</b>	<b>930</b>	<b>858</b>	<b>878</b>	<b>9,665</b>	
Accommodated / Looked After Children	4,139	64	65	65	66	66	326	Reflects increased number of children being looked after.
Movement in ICS school based staff	8,740	54	54	55	55	55	273	Reflects increased number of children under review of ICS staff
Increased children with severe / complex needs	985	30	31	33	34	34	162	Assumes an ongoing increased of 3% p.a.
Increased number of Out of Area Placements	3,408	1,000	(200)	(200)	(200)	(200)	200	Reflects increased number of out of area placements and resultant pressure experienced in 2013/14 & 2014/15.
Children's & Young People's Bill - 600 hours (3 & 4 year olds)	5,965	283	0	0	0	0	283	Provision of 600 hours nursery provision for 3 & 4 year olds
Children & Young People's Bill - 600 Hours (LAC)	5,965	70	0	0	0	0	70	Provision of 600 hours nursery provision (LAC)
Children's & Young People's Bill - 2 year olds	5,965	651	0	0	0	0	651	Provision of childcare for eligible 2 year olds (SG funded)
CYP Outreach Team	0	380	0	0	0	0	380	Revenue cost of Outreach team
Duns Primary School move	1,074	0	255	0	0	0	255	Increased property costs (rates, energy etc.)
New Kelso High School	2,926	0	192	0	0	0	192	Increased property costs (rates, energy etc.)
Langlee Primary School	760	0	50	50	0	0	100	Increased property costs (rates, energy etc.)
Broomlands Primary School	748	0	0	64	0	0	64	Increased property costs (rates, energy etc.)
School Refurbishment & Capacity projects	8,417	0	0	0	24	32	56	Increased school capacity projects
Probationer teachers	226	(3)	(223)	0	0	0	(226)	Scottish Government advance payment of teachers induction scheme funding
Family Support	79	(79)	0	0	0	0	(79)	Removal of family support funding
LAC	23	(23)	0	0	0	0	(23)	End of specific 13/14 funding stream for looked after children
Sensory impairment	20	(20)	0	0	0	0	(20)	Removal of 2013/14 and 2014/15 grant
Additional hostel grant	16	16	(16)	0	0	0	0	Increase in hostel grant to support Trinity House
Copyright funding	0	34	0	0	0	0	34	Reinstatement of copyright license budget
Free School Meals	0	1,233	0	0	0	0	1233	Provision of free school meals for all P1 - P3 children
Increase in Foster Care fees & allowances	1,799	35	36	36	37	37	182	Tracking of Foster care fees in line with SJC manpower pay awards
Early Years Centres	0	0	91	2	2	2	97	Running costs of Early Years Centres (Capital cost funded from Early Years Change Fund)
Continuing care	0	85	(85)	0	0	0	0	Additional grant for children in continuing care
Through Care & AfterCare	0	65	(65)	0	0	0	0	Additional grant for children through and aftercare
Kinship Care	0	55	(55)	0	0	0	0	Additional grant for children in kinship care
Changed eligibility for After care	0	12	(12)	0	0	0	0	Grant to enable new eligibility for aftercare
Self directed support	0	96	(96)	0	0	0	0	Transition grant to support implementation
Gaelic specific grant	0	4	(4)	0	0	0	0	Specific grant agreed for 2015/16 to support Gaelic education
Older People demographic increases	23,033	605	561	575	589	602	2,932	Remodelled - £224k reduction
Increased young adults with learning / physical disabilities	18,962	765	549	250	250	250	2,064	Increased named young adults in transition from children's services
Older People Realtime Monitoring	23,033	319	0	0	0	0	319	Previous saving which is undeliverable
Additional cost of Homecare retendering	23,033	140	0	0	0	0	140	Previous saving which is undeliverable

DEPARTMENT	2014/15 Base Budget	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000	Comments
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#### PLACE DEPARTMENT PRESSURES

<b>Service Specific Inflation</b>		<b>209</b>	<b>186</b>	<b>97</b>	<b>219</b>	<b>82</b>	<b>792</b>	
Bus Contracts (renewal)	2,762	47	91	0	139	0	276	Contracts due for re-tender. (10% inflation)
Road Fuel	2,083	0	25	25	21	22	93	Agreed inflation applied
Aggregates and Bitumen	441	2	5	5	5	5	22	Agreed inflation applied
Vehicles & Spare Parts	1,267	0	15	15	13	13	57	Agreed inflation applied
Winter Maintenance (Salt)	2,843	81	17	17	14	14	144	Increased salt costs from Excel tender
Carbon Tax on Street Lighting	0	60	0	0	0	0	60	A new tax applicable to Street Lighting electricity
Catering (Food)	1,297	18	33	34	28	28	141	Reduced inflation assumption

#### Service Specific Pressures

		<b>637</b>	<b>327</b>	<b>74</b>	<b>65</b>	<b>61</b>	<b>1,164</b>	
Landfill Tax	3,274	76	62	79	70	71	358	Reduce expected L/Fill tax increase pa to CPI
DWP subsidy for CTax & HB administration	(799)	40	0	0	0	0	40	Subsidy reduction
Additional cost to support the new Kelso High School	0	0	275	0	0	0	275	Property maintenance costs
Costs associated with the Gala Transport Interchange	0	71	(10)	(5)	(5)	(10)	41	Revenue pressure from new facility
Creation of a leachate management budget	250	150	0	0	0	0	150	Recurring annual cost without a budget
Planning fee budget pressure	2,652	250	0	0	0	0	250	Planning fee pressure due to continued reduction in economic climate.
Creation of a Feasibility Study budget for capital projects	0	50	0	0	0	0	50	Creation of a feasibility budget to support the Capital Plan

#### OTHER PRESSURES

<b>Service Specific Inflation</b>		<b>35</b>	<b>52</b>	<b>53</b>	<b>47</b>	<b>48</b>	<b>236</b>	
Property Maintenance fund	2,218	35	52	53	47	48	236	Inflated by RPI rate

#### Service Specific Adjustments

		<b>(1,302)</b>	<b>(420)</b>	<b>437</b>	<b>(1,015)</b>	<b>(20)</b>	<b>(2,320)</b>	
Older People Change Fund	718	(718)	0	0	0	0	(718)	Removal of Change Fund budget
ER/VS - Redundancy Costs	783	(365)	188	456	(995)	0	(716)	Adjustments to ER/VS budget
Wide Area Network	976	(194)	0	0	0	0	(194)	Adjustment to reflect current project plans
Early Years & Other Change Fund	297	(297)	0	0	0	0	(297)	Removal of Change Fund budget
Commercial Rent income	(1,157)	(19)	(19)	(19)	(20)	(20)	(97)	Planned increase in Rents at 1.5% per annum
Council Tax Reduction Scheme	298	(298)	0	0	0	0	(298)	Removal of base budget pending confirmation of funding
Council Tax Reduction Scheme administration	0	117	(117)	0	0	0	0	Funding received for the Council to administer the Council Tax Reduction scheme.
Scottish Welfare fund (SWF)	0	472	(472)	0	0	0	0	Distribution of SWF funding for Crisis & Community Care grants



Scottish Borders Council  
 Revenue Financial Plan 2015/16 to 2019/20  
 Making best use of our People

Management review of professional and support services		Base Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
	Ref. 1-01	N/A	(1,285)	(1,530)	(641)	0	0	(3,456)
<b>Description of Proposal</b>		Following the corporate restructure and changes to service delivery requirements a full review of Management and Admin will be undertaken to explore more integrated and streamlined professional, managerial and administrative support for front line services and ensure the optimum deployment of staff resources across service delivery models. Officers will seek to manage this reduction through natural staff turnover and the current ER/VS scheme where possible.						

Pupil Support Review		Base Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
	Ref. 1-02	24,323	(185)	(357)	(612)	0	0	(1,154)
<b>Description of Proposal</b>		A review of staffing roles and responsibilities within Children & Families to ensure a less bureaucratic and more flexible deployment of staff across all Services. This will include a new Inclusion Strategy which will focus on early intervention and prevention. It is likely this will change how resources are currently allocated and some of the current decision making processes.						

Demographic and Class Composition efficiency savings		Base Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
	<b>Ref. 1-03</b>	41,259	(1,181)	0	0	0	0	(1,181)
<b>Description of Proposal</b>		Savings already achieved from demographic changes in Primary and Secondary schools.						

Learning Delivery Framework		Base Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
	<b>Ref. 1-04</b>	76,874	(437)	(1,900)	(1,989)	0	0	(4,326)
<b>Description of Proposal</b>		This review will look at the framework around how universal services are delivered to children and young people. This will include a strategic review of Technology, Senior Phase and Early Years, including early years centres and the delivery of a new staffing structure to meet the required outcomes of the Children and Young People's Bill (600 hours etc.) Also adjusting maximum Primary class sizes in line with Scottish Government guidelines. On an average cost basis these changes equate to 16 teachers.						

Supporting Independence when providing Care at Home	Base Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
		£000's	£000's	£000's	£000's	£000's	£000's
Ref. 1-05	N/A	(307)	(150)	0	0	0	(457)
Description of Proposal	Project underway to develop an independence-focussed approach to Care at Home. It is expected that on implementation, a number of improved outcomes for clients will result such as quicker reablement and decreased dependency on homecare and other care services enabling affordability and sustainability of services going forward. This is also linked to a review of what/how key day and night care services are currently delivered.						

Employee Benefits Strategy	Base Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
		£000's	£000's	£000's	£000's	£000's	£000's
Ref. 1-06	N/A	(60)	(70)	0	0	0	(130)
Description of Proposal	Proposed introduction of improved employee benefits scheme for Council employees. A report to Council on 20 November provides the detail.						

Changes to working practices	Base Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
		£000's	£000's	£000's	£000's	£000's	£000's
Ref. 1-07	N/A	0	0	(178)	(405)	(465)	(1,048)
Description of Proposal	A project will be established to assess how the Council can deploy its workforce in the most efficient and effective ways. Changes in working practices resulting from this review will generate savings in 2018/19 and 2019/20 of the Financial Plan. This will involve more flexible working patterns and the deployment of staff to deliver services in line with service demand.						

<b>Total</b>		<b>(3,455)</b>	<b>(4,007)</b>	<b>(3,420)</b>	<b>(405)</b>	<b>(465)</b>	<b>(11,752)</b>
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Scottish Borders Council  
 Revenue Financial Plan 2015/16 to 2019/20  
 Working with our Partners

Alternative models of service delivery		Base Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
	<b>Ref. 4-02</b>	N/A	(480)	(547)	(627)	(1,512)	(1,252)	(4,418)
<b>Description of Proposal</b>	Improved efficiency and increased income from enhanced trading opportunities are planned through the implementation of a new Council Care Company ("ALEO") for the delivery of Care services, together with seeking alternative and more cost effective delivery models for other Council services such as LLP's, Joint-Ventures with other Councils or private-sector partners and other specific initiatives such as the Edinburgh, Lothians, Borders and Fife Roads Co-operative.							

Review of Cultural Services		Base Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
	<b>Ref. 2-01</b>	4,803	(203)	(218)	0	0	0	(421)
<b>Description of Proposal</b>	Options are being considered regarding the future delivery of Cultural Services within the Scottish Borders. £65k relating to the previous Mobile Library review was included in the 2014/15 Financial Plan and has been achieved.							

Commissioned Services		Base Budget	2015/16	2016/17	2017/18	2018/19	2019/20	Total
		2014/15						
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
	Ref. 2-02	3,161	(110)	(110)	(154)	0	0	(374)
<b>Description of Proposal</b>		Targeted efficiencies to be achieved from review and negotiation with providers around current commissioned services arrangements within the Children and Young People's Planning Partnership and Sports Trusts.						

<b>Total</b>		(793)	(875)	(781)	(1,512)	(1,252)	(5,213)
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Scottish Borders Council  
Revenue Financial Plan 2015/16 to 2019/20  
Looking after The Borders

Asset Management		Base Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
	<b>Ref. 3-01</b>	2,482	(138)	(139)	(179)	(90)	(50)	(596)
<b>Description of Proposal</b>		Implementation of an asset management strategy that best supports the future delivery of Council services cost effectively. Includes building energy efficiency measures and estate rationalisation taking full account of revised future service delivery models and increased flexible working.						

Integrated Waste Management Strategy		Base Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
	<b>Ref. 3-02</b>	9,339	(150)	(150)	0	0	0	(300)
<b>Description of Proposal</b>		An Integrated Waste Management Strategy (IWMS) has been developed to assess the current and future service provision. The main aim is to provide services that are sustainable both financially and environmentally and that are compliant with European policy, national policy, local policy and legislation. The IWMS is designed to meet the future needs of a range of stakeholders including SEPA / Scottish Government / Zero Waste Scotland / Industrial and commercial waste producers / residents of the Scottish Borders.						

Review of Neighbourhood Services		Base Budget	2015/16	2016/17	2017/18	2018/19	2019/20	Total
		2014/15	£000's	£000's	£000's	£000's	£000's	£000's
	Ref. 3-03	12,406	(200)	0	0	0	0	(200)
<b>Description of Proposal</b>		Originally a review Parks & Open Spaces this project has now been widened to cover a range of services delivered by Neighbourhood Operations. The aim is to review how these services are delivered to best meet community needs, engender increased community involvement and partnership working and improved efficiency of service delivery which will release cost savings. Emphasis in achieving these savings will be to minimise cuts to front line services and instead where possible to make gains through the organisational structure and by seeking to increase income. £250k saving for 2014/15 was included as part of this review in the 2014/15 Financial Plan.						

More efficient property and asset portfolio		Base Budget	2015/16	2016/17	2017/18	2018/19	2019/20	Total
		2014/15	£000's	£000's	£000's	£000's	£000's	£000's
	Ref. 3-04	2,482	0	0	0	(750)	(750)	(1,500)
<b>Description of Proposal</b>		Implementation of a revised asset management strategy that best supports the future delivery of Council services more cost effectively. Includes energy efficiency measures, estate rationalisation, locality planning, taking full account of revised future service delivery models, increased flexible working and the co location of Council Services and community planning partner services wherever possible.						

<b>Total</b>		(488)	(289)	(179)	(840)	(800)	(2,596)
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Scottish Borders Council  
Revenue Financial Plan 2015/16 to 2019/20  
Business Process Transformation

Review of Street Lighting provision (SLEEP project)		Base Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
	<b>Ref. 4-01</b>	1,208	(124)	(145)	(104)	(104)	(104)	(581)
<b>Description of Proposal</b>	The Council maintains 19,000 street lights almost all of which utilise old Sodium lighting technology. The street lighting energy and maintenance costs of these lights are in excess of £950k p.a. A 5 year capital investment programme is now underway to replace 13,000 of the existing Sodium SL lanterns with more modern more energy efficient LED lights. Around 1,200 lights have been replaced to date. These use around 60% less electricity, require little maintenance and will lead to the savings shown in Street Lighting expenditure. The project will reduce the Council's Carbon Footprint and help to minimise future Carbon tax liabilities.							

Out of Area Placement savings resulting from investment in Education Outreach Support Team		Base Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
	<b>Ref. 4-03</b>	3,408	0	(110)	(200)	(200)	(200)	(710)
<b>Description of Proposal</b>	Reduced cost of out of area placement cost resulting from investment in Education Outreach Support Team in 2015/16 funded initially by contingency. Working with young people to access opportunities within the community, and by building capacity within the community including making better use of the voluntary sector will lead to reduced spend on outwith authority placements.							



Commercial opportunities and Procurement		Base Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
	<b>Ref. 4-04</b>	N/A	(246)	(21)	(19)	(394)	(321)	(1,001)
<b>Description of Proposal</b>	Effective contract management and related procurement activity will aim to generate cashable efficiencies through enhanced information sharing, ensuring best value from supply chain through contract management and supplier relationships and enhancing commercial activities through compliance measures and appropriate demand management mechanisms.							

Other efficiencies		Base Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
	<b>Ref. 4-06</b>	N/A	(143)	0	(800)	0	0	(943)
<b>Description of Proposal</b>	Savings from 2015/16 in the range of budgets that can be considered as “discretionary spend”. These budgets cover items such as courses, conferences, tools, uniforms, subscriptions, feasibility studies, furniture etc. The proposal is wherever possible to aggregate these items together into a more centralised location for each department and seek savings. Centralising these items will allow departments to better control this expenditure in line with strategic objectives and will allow more efficiencies in the procurement and ordering process to make budgetary savings. Training expenses and those operating on a trading basis have been excluded. Reduction in loans charges as a result of the repayment of specific consents to borrow for ER/VS and Icelandic Banks in 2017/18. Opportunities for savings in the PPP contract specifications continue to be explored.							

ICT Investments in new technology leading to reduced running costs and improved efficiency in back-office support services.		Base Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
	<b>Ref. 4-08</b>	N/A	0	(336)	(314)	(600)	(750)	(2,000)
<b>Description of Proposal</b>		An ICT investment programme is planned that will realise productivity gains and savings across all areas of Council activity. Investments and savings potential to be developed as part of a new Transformation project to reduce the cost of current business processes through more effective use of ICT. The use of LEAN process reviews will ensure the adoption of consistent efficient business processes in all areas of Council service delivery that reduce unnecessary administrative activity and bureaucracy. These processes should also simplify access to Council Services for all Service users.						

Phase 2 printer refresh		Base Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
	<b>Ref. 4-09</b>	N/A	0	0	0	(500)	0	(500)
<b>Description of Proposal</b>		Phase 2 of a printer refresh will ensure that the Council is operating the most efficient printing model. This project will focus on the wider estate including social work offices, contact centres, area offices and schools following the printer refresh programme at Council headquarters to replace multiple printers with fewer multi function devices managing printing, photocopying, scanning, faxing and contributing to more efficient and effective document and records management and reduced print consumable costs e.g. paper, print cartridges and maintenance.						

Reduction in road fuel inflation		Base Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
	<b>Ref. 4-10</b>	2,132	(104)	0	0	0	0	(104)
<b>Description of Proposal</b>		A deflation factor of 5% on road fuel prices is forecast to deliver a saving of £104k in 2015/16. This adjustment is based on the current downward trend in crude oil prices and will be reviewed for 2016/17.						

Reduction in heating oil inflation		Base Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
	<b>Ref. 4-11</b>	602	(100)	0	0	0	0	(100)
<b>Description of Proposal</b>		A deflation factor of 10p per litre on heating fuel prices is forecast to deliver a saving of £100k in 2015/16. This adjustment is based on the current downward trend in crude oil prices and is consistent with prices being paid by the Council in the third quarter of 2014/15 and will be reviewed for 2016/17.						

Reduction in external printing costs		Base Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
	<b>Ref. 4-14</b>	N/A	(35)	(10)	0	0	0	(45)
<b>Description of Proposal</b>		Following the implementation of a new printing strategy and an investment in our internal printing capability the printing services team have committed to a 12% (£35k) reduction in expenditure on external printing in 2015/16. Other publications are anticipated to deliver a savings of £10k.						

Review of PPP contract		Base Budget	2015/16	2016/17	2017/18	2018/19	2019/20	Total
		2014/15	£000's	£000's	£000's	£000's	£000's	£000's
	<b>Ref. 4-15</b>	8,303	0	(107)	0	0	0	(107)
<b>Description of Proposal</b>	External consultants will be engaged to review the PPP contract with a target to deliver savings of £107k from 2016/17 with an emphasis on insurance costs / contract lifecycle / and all other services provided within the contract.							

<b>Total</b>		(752)	(729)	(1,437)	(1,798)	(1,375)	(6,091)
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Scottish Borders Council  
 Revenue Financial Plan 2015/16 to 2019/20  
 Maximising Resources

Maximising Income		Base Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref.	<b>MR-01</b>	N/A	(780)	(160)	(1,016)	(94)	(94)	(2,144)
		<p>Following on from the Council's Fees &amp; Charges policy which was approved by Executive in November 2012, all fees and charges will be reviewed to ensure that they comply with this policy and fully recover all the costs incurred in delivering each service while remaining fair, equitable and consistent. In addition our debt recovery policy will help ensure transparent accounting and administration to recover a high proportion of income on time to maximise income for the Council. Proposed fees and charges for 2015/16 will be taken to Council in February 2015 and include the extension of the charging policy to self directed support clients in line with the charges already levied on existing Social Work clients, universally applying a charge for client contributions to all Adult clients on a consistent and equitable basis. A substantial increase in Planning fee income is anticipated in 2017/18 due to an expected increase in the planning fee level set by Scottish Government coupled with an anticipated upturn in the local economy and housing market activity.</p>						
<b>Total</b>			<b>(780)</b>	<b>(160)</b>	<b>(1,016)</b>	<b>(94)</b>	<b>(94)</b>	<b>(2,144)</b>